How to Use Technology to Optimize Your Transportation Procurement

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As the transportation industry continues to be in flux with capacity and rates, organizations are looking for better ways to secure capacity and manage costs. Supply chain technology leaders can use this research to identify technologies that will streamline and improve their transportation procurement.

Overview

Key Findings

- Shippers face short-, medium- and long-term transportation fluctuations that can result in volatile transportation rates, capacity constraints and tender acceptance.

- Recent electronic logging device (ELD) mandates in the U.S. and Canada, the global pandemic and resulting supply chain disruption, along with other regional factors, have contributed to further constraining capacity.

- Many shippers (particularly global ones) still run their procurement events through manual processes, failing to take advantage of the procurement technology options.

Recommendations

Supply chain technology leaders focused on logistics procurement should take these steps:

- Build your RFP by focusing on the modes that are most important to you and understanding the key concerns and specific technology solutions of each mode.

- Decrease freight costs and increase proactive governance and risk mitigation by standardizing your transportation procurement activity through the use of technology.
Introduction

More mature organizations continue to centralize, automate and outsource the transactional elements of transportation procurement to better address increasing responsibilities and provide more value to the organization. With transportation providing critical services and contributing significant cost to most supply chains, it is no surprise that shippers are evaluating carrier portfolios and transport costs. Optimizing and making the transportation procurement process more efficient should be a key focus for many organizations to help manage costs and build reliable, consistent carrier partnerships.

The most successful organizations leverage technology tools and solutions to make the procurement process smoother and more efficient for all parties involved. In this note, we will describe some best practices and technology solutions companies utilize to become more proactive, efficient and disciplined in transportation procurement.

Analysis

Understand Key Concerns of the Different Transportation Modes for Your Organization and Their Impact on Technology to Use

As shipper and third-party logistics (3PL) companies develop their capabilities around transportation procurement, they start developing a strategy for each carrier type, mode and service as a critical first step in the logistics sourcing life cycle. It’s important to understand the needs of the different regions, the complexities of the different transportation modes, and how customers need to be serviced in order to find the right transportation partners and develop powerful relationships for transportation.

The size of a shipper’s transportation spend impacts its relationship with carriers and logistics partners, as well as its strategy for procuring transportation services. One of the more interesting ways to gauge shipper and 3PL procurement strategies is to view their desire to either grow or shrink their number of carriers.

- Automate the procurement of transportation and achieve savings by exploring freight procurement technology. This can help to build stronger partnerships with transportation carriers to maintain stability through the coming years and guarantee capacity availability.
Typically, full truckload (FTL) and less than truckload (LTL) are the most important modes to automate for manufacturers and 3PLs, followed by ocean (full container load or FCL) and then air freight. Retailers often give more importance to LTL and FCL. Companies that ship individual items (such as e-commerce retailers) are predominantly concerned with their spend on parcel shipping.

While many transportation procurement tools are capable of handling multiple modes within their service offering, we do often see differences in the technologies behind managing the freight. Some procurement is managed directly out of a transportation management system (TMS) used to manage the operations, while some procurement can be managed through outside technology solutions. There will be a required connection or feed of the data from the source system to compile and automate the procurement for each. Starting with the most important mode for your organization to set up and confirm the success of that information flow is critical.

While there are varying needs and requirements by mode or term of the procurement activity, as such there are varying approaches to the use of technology to manage the activity. Some organizations will try to use one platform while others might use multiple depending on mode or the term of the procurement activity, like spot or contracted rates and capacity, for example. This research should be used to explore the variety of solutions available to help create the roadmap and strategy for supply chain technology leader's procurement activity.

A growing area of concern for many organizations is to improve their sustainability and reduce their carbon footprint. To proactively take steps in sustainability efforts, it must be a consideration within the procurement activity. Selecting carriers based on carbon footprint and looking at that in advance can empower organizations to make the right decision at the start. If sustainability isn't a consideration when procuring, it can be too late to try to measure and correct once operating. There are some procurement tools in the market that do take carbon footprint and sustainable efforts of carriers into consideration when recommending carriers or measuring carrier responses. Some of these tools are Convoy, Mixmove and Urbantz. For more examples of technologies available to help with sustainability, see Apply Technology to Reduce Greenhouse Gas Emissions in Logistics.

The main procurement modes of transportation (ocean, air, truck, parcel and last mile) are as follows (see Figure 1).
Figure 1. Main Modes of Transportation

<table>
<thead>
<tr>
<th>Main Modes of Transportation</th>
<th>Shipper</th>
<th>3PL</th>
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<tbody>
<tr>
<td>Ocean</td>
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<td>Parcel</td>
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<tr>
<td>Last Mile</td>
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Varying Concerns for Procurement by Mode

- **Shipper**
  - Capacity
  - Rate Volatility
  - Transit Times
- **3PL**
  - Price
  - Capacity
  - Service

Source: Gartner
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### Truck

Price remains a top concern in a trucking bid. In response to the recent crisis and disruption, most organizations are looking for all methods of driving down costs and expenses. Truck rates in mid-2021 are at an all-time high over recent years. According to Cass Freight Index June 2021, ¹ freight expenditures increased 56.4% year over year, in part due to the lower volumes during the same period in 2020, but also considering the increase in both rates and shipment volume in recent months. This is expected to slow in the year-over-year comparisons, but the extraordinary growth rates are expected to continue in the near term. Long-term strategies for managing costs and carrier relationships will be critical for companies to adopt to minimize the impacts of future disruptions as much as possible.

Ensuring access to available capacity in the market is another concern for most shippers in recent years. Outbound tender volumes in 2021 are up 22% in year-over-year comparison (2020 and 2021), with outbound tender rejections above 25%, according to FreightWaves. ² The industry trend of driver shortages has limited available capacity and has pushed up carrier costs, which are expected to rise again in the future (see [How to Manage Transportation Costs While Mitigating Capacity Challenges](#)).
Service is also a large factor for many shippers and logistics service providers (LSPs). Technology-based companies have changed consumer expectations regarding shipment tracking and visibility. Granting customer access to services through digital platforms is becoming the new standard. So, implementation or investment in technology needs to be accounted for as part of the procurement activities.

Truck transportation can include LTL or FTL. Both of these can be managed within a domestic TMS, and they often are. This allows flexibility for organizations to perform procurement directly from the operating solution or export the data to an external procurement technology.

Ocean

The procurement of ocean freight in recent years has focused on balancing available capacity in key lanes with achieving consistent transit times, all at the best available pricing. The oversupply of capacity has allowed procurement leaders to focus on very traditional methods to achieve lower costs, but this has changed. Worldwide developments like the COVID-19 pandemic and regulations changes introduced on 1 January 2020 by IMO to decrease the emission levels of sulfur oxide released in ocean shipping make navigating ocean procurement harder.

Rate volatility and securing cargo capacity are among the new challenges for shippers when it comes to ocean freight, as carriers are constantly adjusting their sailing plans to match capacity to current demand to avoid sinking rates. Ocean spot rates have spiked to a five-year high, as ocean carriers keep controlling ocean freight capacity by millimeters. Recent disruptions, like the Suez Canal closure have had a lasting impact on the container freight rates, pushing a 60% spike in container freight rates. ³

One of the biggest concerns in procurement of ocean transportation continues to be cost and service-level guarantees. However, due to the uncertain sailing schedules and capacity challenges caused by the global pandemic, securing capacity has become an emerging concern of importance when it comes to ocean procurement. Technology solutions that provide visibility to ocean shipments and that connect directly to ocean carriers can help. They can alert users about changes to current sailing schedules and rolled containers, help rebooking of shipments or assess the carrier performance per trade lane, providing insights to better deal with those challenges. Technology can also assist the flow of volume forecast data to carriers making shippers who adopt this approach more attractive to the carrier.
For more information on ocean procurement, see 3 Key Technologies to Improve Efficiency in Ocean Freight Operations and How to Optimize Ocean Freight Sourcing.

Air

For air transportation, service guarantees are as important, if not more important, than price when it comes to transportation bids. For shippers, air freight is an alternative to ocean freight when there are transit-time demands. Therefore, service levels must meet expectations, as the cost is already a multiple of the alternative mode.

While capacity in air freight was not a concern during recent prior years, once again the effects of the COVID-19 pandemic have drastically changed the situation. Air freight cargo capacity has been majorly affected as passenger aircrafts worldwide, which accounted for 50% of the total air freight cargo capacity, have remained grounded or reduced, remaining 15% below normal. Additionally, the Suez Canal closure has driven air freight volumes up, which is now showing around 26% influx.

The decrease of capacity resulted in air freight rates increasing sharply from previous years, and they still remain high, despite a decline from December 2020 through March 2021. These increased rates are expected to stay in place until passenger planes are flying internationally again, according to the U.S. Bureau of Labor Statistics. Air freight rates and the guarantee of service levels will be linked to the availability of freight capacity through the regular use of passenger airplanes and their return to the skies. While the modifications made to passenger airplanes added capacity in a critical situation, the processes to load and unload cargo in the airplane cabin are, in temporary conversions, very inefficient and not suitable in the long term. These require the deconsolidation of shipments into smaller units to fit through the narrow doors of the plane and extra labor to fit the cargo in the cabin. Additionally, cargo with special requirements like dangerous goods cannot be shipped in the cabin, as this space isn't equipped with security measures like fire detection or suppression systems like the designated cargo space in the belly of planes.

To add additional complexity, there has been a recent uptick in charter aircrafts from the 3PL market to move air freight which may further influence buying patterns and capacity. Securing capacity will remain one of the major challenges for shippers, as this capacity will be interlinked to the broad use of passenger airplanes for intercontinental movements.

Ocean and air transportation are often managed within an international TMS. This allows flexibility for organizations to perform procurement directly from the operating solution or export the data to an external procurement technology.
Parcel

With the emphasis and focus on e-commerce in recent years, parcel procurement has become more critical for businesses that ship small packages. The volume and demand in consumer behavior transitioned even more business to parcel networks through the impacts of recent supply chain disruptions as well. More and more people are ordering and shipping direct to their home than ever before and it’s a trend that’s expected to last. Companies should not just look at getting rates across multiple carriers but also for different service levels.

The rates have steadily increased year over year, in fact parcel rates rose 7.8% from May 2020 to May 2021. These increases are due to impacts like the volume shifts and increases in parcel shipping, and the major parcel carriers releasing their general rate increases (GRIs) during the September to November time frame. In addition to GRIs, parcel carriers have added domestic peak season surcharges that have increased prices as well to account for disruption and holiday peak seasons. In many cases, service levels are not always guaranteed by carriers during peak seasons. With such high volumes shipping in the small parcel network (especially during peak seasons), it’s important for companies to have options in their parcel network. See Top Tips to Help Build Parcel Carrier Portfolios and Optimize Cost for parcel network sourcing and contracting strategies. Given trends in e-commerce, parcel networks can be flooded with packages at any given time and this could cause delays and capacity shortages within each carrier’s hub-and-spoke networks.

To remain competitive in parcel, it’s key to drive costs down and source as many carriers as possible to help with cost reduction and capacity availability. While in the U.S. it is often viewed as a couple carrier market, there are many more regional or smaller carriers that should be explored as part of the procurement exercise.

Parcel transportation is often or can be managed within a multi parcel carrier management solution. Typically, this would require procurement to be performed with an external tool. The use of advanced analytics can help to break down the complexity of the parcel tiers, rates and volume structures to find the optimal solutions for incorporating regional carriers to the network.

Last Mile

Cost, complexity and service are the top challenges within the last mile. The e-commerce demand has significantly increased, new models of delivery are continuing to be rolled out (such as BOPIS and curbside delivery) and companies deliver more to consumers within shorter delivery times and windows. This creates an area of large focus and presents challenges for companies to execute and manage last-mile deliveries efficiently.
Procurement teams must focus on the data and quality of the delivery requirements to ensure accurate RFP questions and carrier sourcing. It’s important to also investigate what technologies the delivery carriers use in their operations. Using technology that can help drivers locate the delivery location and confirm customer availability if required can help avoid extra costs like redelivery fees. Partnering with companies using this type of technology can ultimately help to increase customer satisfaction and drive costs down.

**Recommendations:**

- Determine the importance of each mode of transportation for your business by investigating the specific concerns for each mode and the impact each has on your business.
- Decide on a centralized or decentralized approach per mode and region based on volume, service or price concerns, depending on the top priority to your business.
- Automate the freight procurement process by choosing one transportation mode to start, depending on what’s important to your business based on the priorities of volume, service and price.

**Explore Freight Procurement Technologies to Automate the Procurement of Transportation**

**Disrupting the Procurement Process**

Organizations of all sizes use sourcing and procurement applications to improve operational efficiencies and to enforce policies. Any improvement in user experience, reduction in process cycle time or quicker access to key information can dramatically reduce costs and increase operational effectiveness. The maturing of new technologies such as AI and natural language processing (NLP) enables vendors to deliver game-changing innovations (see Figure 2).
Figure 2. Disruptions to the Procurement and Sourcing Process

Disruptions to the Procurement and Sourcing Process

Most shippers and 3PL companies are still using spreadsheets or manual ways to do transportation procurement. Transportation sourcing technology is still very much underutilized, although the amount of sourcing systems available in the market has increased over the past few years. Among those companies (particularly global ones) using transportation-specific procurement systems, only a few are running all their procurement events across all modes through an automated bidding tool. The most common technique for procuring transportation can be labeled as a “mixed approach.”

With most companies being highly decentralized in their approach to procuring transportation for multiple modes and regions, the decentralization also applies to their technology approach.

The traditional bid process is very tedious and requires a lot of manual effort. Companies want to be more agile and would like to conduct more frequent bid events. At the same time, companies want to improve carrier participation rates in these bid events so they are leveraging as many carriers as possible and can ensure partnerships with the right carriers.

Why Technology Should Be Used for Transportation Procurement
Very few shippers use a transportation-specific procurement tool. With many shippers having more access to multipurpose procurement tools, there is often less of a priority to invest in pure transportation procurement technology, as those tools can be used for transportation purposes as well. Standard procurement tools are not suited for freight procurement, as rate structures are very complex (multiple rates for the same lane for carrier and customer) and include mode-specific items, such as surcharges and other accessorial charges. And the traditional procurement tools are not collaborative enough. The tools also need to take into account other performance parameters that are specific to transportation. Using tools that are more focused on transportation and allow more collaboration between multiple partners will help to drive adoption and the procurement activity’s value.

Why would companies want to automate the transportation procurement process?

- **Complexity**: The traditional bid process is too complex and requires a lot of manual effort.
- **Agility**: Companies want to be more agile and would like to conduct more frequent bid events — even partial bids on selective lanes to assist in responding quickly to changes in the market.
- **Carrier participation**: Companies want to improve carrier participation rates in these bid events or invite more carriers in these events to increase available capacity and possibly reduce rates.
- **Insights**: By using technology that is also used to execute transportation, shippers and 3PLs not only have access to the analytics that provide them better base data to run the transportation procurement. They can also automate actions and benefit from optimizing processes and reducing user mistakes.

**Adopt Technology Solutions to Standardize Transportation Procurement**

As mentioned before, there is a mixed approach to transportation procurement, which also means different technologies are used. Complex Excel spreadsheets filled with macros are one of the more commonly used software solutions among buyers of transportation. A more automated way to do procurement (which isn’t specific to transportation) is sourcing optimization. Sourcing optimization enables procurement, manufacturing and transportation organizations to evaluate high volumes of complex, conditional bids in which the expected outcome is optimized agreements allocated with multiple suppliers. Some examples of vendors in this space are Coupa, JAGGAER and Keelvar.
Transportation Procurement Applications

Shippers and 3PL are increasing the use of transportation-specific procurement tools and applications for transportation buying activities and rate management. Sourcing applications are no longer just a simple replacement of Excel files where users can enter data. The inclusion of artificial intelligence (AI), advanced analytics and better integration within the same suite application or to other systems are some of the factors driving the demand for sourcing applications. Gartner forecasts that by 2024, 20% of buyers will use a shared, permissioned supplier network to improve the agility and flexibility of their sourcing, and 50% of organizations will have near-real-time procurement analytics. (See Predicts 2020: Sourcing and Procurement Application Technology Disruptions). Vendors such as Blue Yonder, Infor Nexus, Manhattan Associates and Oracle offer these types of sourcing optimization tools.

As companies centralize or even outsource their procurement activities to other companies, sourcing applications offer the possibility to monitor, control and optimize the buying activity processes. They also make the standardization of these processes easier across multiple departments within the organization. In some cases, companies use 3PLs or independent consulting firms to aid or run the procurement exercise.

Recent market trends show multiple companies have ramped up the automation of the transportation procurement process thanks to business spend management (BSM) and other procurement specialized systems. Sourcing optimization solutions have allowed companies to move away from traditional spreadsheets and manual processes for managing freight procurement. They are now evolving thanks to improvements in system usability as well as incorporation of AI capabilities.

Sourcing optimization is sometimes delivered as a service, with the vendor leveraging a sourcing optimization application to construct and run sourcing events on behalf of the company. This is coupled with consulting services based on the vendor’s deep understanding of one or more spending categories, such as transportation (lane, mode and capacity), packaging, marketing services and telecommunications.

Specialized sourcing optimization offerings for transportation truckload bid optimization have been around for several years, and competition in this specific space is established.

Examples of transportation procurement tools:

- Coupa
- JAGGAER
Existing Transportation Applications, Such as TMS, FAP and Transportation Modeling

Many transportation management solutions (TMS) have procurement capabilities as part of their standard offering and next to planning and optimization, this area provides some of the largest productivity offered by a TMS tool. In large part, sourcing optimization has become a piece of a holistic multimodal TMS, and there are advantages to having sourcing optimization integrated with TMS. However, some stand-alone solutions remain. In TMS, these solutions are mostly referenced as transportation procurement modules, and most of the leading TMS vendors offer this capability (see Magic Quadrant for Transportation Management Systems). Procurement is one of the main contributors of productivity in a TMS (see How to Calculate the Return on Investment for a Transportation Management System). However, only a small percentage of companies that have TMS actually use this module. The transportation procurement solution is, in several cases, offered as a separate module and licensed separately. Vendors such as BluJay Solutions and MercuryGate offer specific rate databases (BluDex and Freight Rate Index, respectively) to help their shipper clients with procurement.

In addition to TMS providers, some freight audit and payment (FAP) providers include data insights that can be leveraged for the procurement function. The data collected from invoices and other documents during the FAP process can offer valuable insights into the financial impact of transportation within the organization's supply chain. In addition to financial impacts, the data can also be utilized on the transportation operations of an organization by reviewing carrier performance and other key performance indicators (KPIs). FAP solution providers offer evolving analytical tools that enable companies to leverage this data. This, in turn, helps companies to develop strategies to better manage their supply chains. Shippers can leverage the data collected from the FAP process to avoid unfavorable impacts to their bottom lines. Additionally, some also offer additional services that can help with carrier contract review and negotiation see (Market Guide for Freight Audit and Payment Providers).
Figure 3 shows the steps to build a successful freight procurement process. The process can be used for the annual bid process and for more recurring bids throughout the year.

**Figure 3. Transportation Bid Process**

Transportation modeling is another technology option that can help shippers and 3PLs in the carrier assessment exercise and the process of awarding bids. Transportation modeling is an effective strategy for companies to obtain efficiencies in transportation and for those wanting to solve for increasing transportation costs and tightening carrier capacity. Transportation modeling allows companies to model multiple transportation configurations in order to determine the right balance between service level and cost, especially in times of crisis. Also, it provides companies with the information they need to better use and manage their transportation networks. Models take many variables into account, including historical performance, peak flows, trade-offs between private fleets and for-hire carriers, capacity and fuel costs. Through “what if” scenarios, modeling tools display the most efficient and most affordable transportation network that satisfies all user-defined requirements and customer-focused objectives. These tools can also help companies determine the optimal number of transportation assets and containers, as well as identify where these assets should be positioned to prioritize a certain flow of materials within the network. LLamasoft is one of the modeling vendors that helps with this assessment.

Some RTTVP (real-time transportation visibility platform) vendors are also exploring offering rating capabilities within their platform that would leverage their connected carrier and shipper networks in order to offer real-time rating and historical carrier lane execution. This offer is still in development but could be explored more in depth in the future.

Examples of TMSs offering procurement capabilities:
Examples of FAPs offering procurement data insights or capabilities:

- CTSI-Global
- Data2Logistics
- enVista
- Green Mountain Technology (GMT)
- Intelligent Audit
- Reveel
- Target Freight Management
- TranzAct Technologies
- Trax

**Freight Data and Analytics Platforms**

Data and analytics play an important role in the procurement process. Freight platforms can provide insights into key performance areas in transportation and show future opportunities around high-volume lanes, carrier and lane compliance, and financial performance to plan. Shippers can use the data collected from a large user community in comparison to their own internal transportation performance data as a foundation to better analyze price, performance and commitments for each contract in the network (see Figure 4). The analytics capabilities in such platforms provides strategic recommendations and forecasts that shippers can use to improve their freight procurement.
Five Challenges to Overcome

Examples of freight data and analytics platforms focused on FTL and LTL:

- Breakthrough FELIX
- DAT Data Analytics
- FreightWaves SONAR Apollo

Examples of vendors offering freight data and analytics focused on parcel:

- Reveel
- Shipware

Digital Transportation Procurement Platforms
Transportation platforms are not new, but there has been a consolidation in the traditional platforms, and new platforms have been established in the last few years that use advanced analytics and benchmarking to provide forecasts of rates. This last trend is specifically valid for ocean transport and freight forwarding.

Digital transportation procurement platforms allow shippers and freight forwarders to streamline analog processes and communication between the different stakeholders through the platform. This can be achieved by digitizing processes such as request or acceptance of tenders or spot quotations, rate management, shipment booking with air and ocean carriers in real time or shipping document management. Additionally, these systems can provide reports and analysis on rate trends through benchmark capabilities or indexes like the Freightos Baltic Index or the Xeneta Shipping Index.

Examples of transportation sourcing and procurement portals:

- Cargobase
- Descartes Kontainers
- Emerge
- Freightify (formerly FreightBro)
- iContainers
- Shipamax
- WebCargo by Freightos
- Xeneta

**Digitized Freight Networks**

A digital freight network is an open, fully connected freight marketplace that uses machine learning, automation and other software services to efficiently connect shippers and carriers. Digitized transportation networks provide an alternative to traditional brokers, load boards and the spot market, which remain time-consuming and collect information from carriers and shippers but don't support true collaboration. These digital freight networks can help companies looking either for real-time available capacity with real-time rates or to reduce transportation costs during the current crisis and during future challenging times.
As domestic capacity remains a challenge in the U.S., these networks have emerged to help solve capacity issues for companies. These vendors offer high-density networks each featuring tens of thousands of carriers and hundreds of thousands of trucks. This gives shippers predictable primary capacity, as well as on-demand backup and spot capacity. By providing automated matching, these solutions offer responses in minutes, offering shippers real-time rates with guaranteed tender acceptance. Although most of these networks are focused on over-the-road transportation such as FTL and LTL, other networks have arisen in the market that focus on other modes including ocean, air, flatbed and even parcel. We also see sourcing optimization offered by some of the carrier platforms.

Examples of digitized freight networks:

- Convoy
- Emerge
- Flexport
- InstaFreight
- Leaf Logistics
- Loadsmart
- sennder
- Transfix
- Uber Freight
- XPO Connect

The best use of technology consists in helping the procurement people reach a decision, not in making the decision for them. When automating the process, it reduces emotion and increases objectivity.

**Recommendations:**

- Decrease freight costs and increase proactive governance and risk mitigation by standardizing your transportation procurement activity through use of technology.
Combine robust tools with specialized domain expertise by exploring specialized service providers that will provide sourcing optimization as a managed service.

Understand the correct transportation bid process and use of the technology. Sourcing applications included in or directly connected to a TMS solution can help with automating processes, reducing user mistakes and optimizing resources.

**Evidence**


4. *Inbound Air Freight Prices Go Sky High in the Midst of Pandemic*, Beyond the Numbers.


**Document Revision History**

*How to Use Technology to Optimize Your Transportation Procurement - 21 August 2020*

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**Recommended by the Authors**

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- 3 Key Technologies to Improve Efficiency in Ocean Freight Operations
- How to Optimize Ocean Freight Sourcing
- Magic Quadrant for Transportation Management Systems
- How to Manage Transportation Costs While Mitigating Capacity Challenges
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